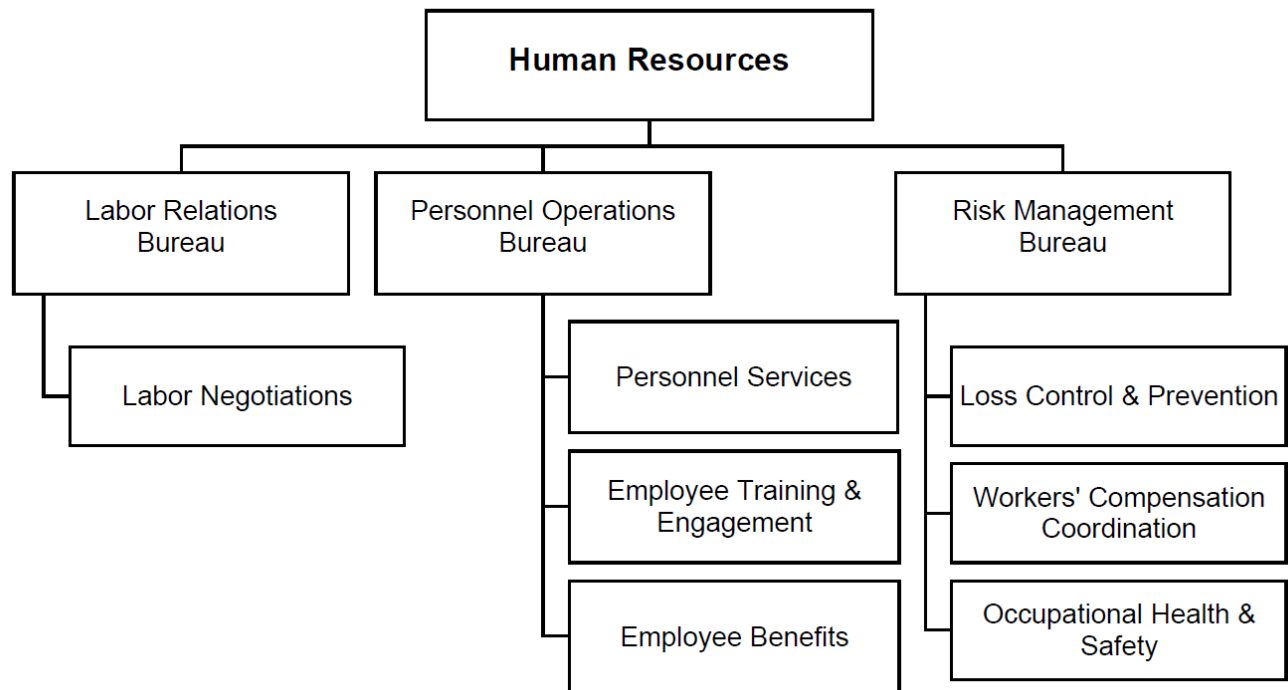


Human Resources



Alejandrina R. Basquez, Director

Fred Verdugo, Deputy Director, Personnel Operations

Dana Anderson, Manager, Labor Relations

Randall Sellers, Manager, Risk Management

Department Overview

Mission:

To provide leadership and operational support to City departments to enhance their ability to recruit and retain a qualified, diverse workforce and to effectively manage business risks.

Core Services:

- Provide the leadership and operational support needed to attract, retain and develop a qualified and diverse workforce so that all City departments can effectively and efficiently provide their core services to the community, meet their operational goals and provide exceptional service.
- Protect the City's assets and promote sustainable management of the City's resources through effective risk management and long-term planning.
- Preserve the City's investment in its workforce through higher retention rates by providing fair compensation, benefits, career development and training, and a respectful employee-friendly workplace.
- Evaluate and improve processes, including rules and organization structure that inhibit our ability to staff critical functions and services.

FY 20 Focus:

In FY 20, the Human Resources Department will continue to support City departments so they can fill vacancies in a timely manner and retain a diverse and qualified workforce while limiting the City's liability by ensuring compliance with government regulations.

As part of the FY 20 Budget, the Department will continue its partnership with the Technology & Innovation Department in the implementation of the City's new Enterprise Resource Planning System, "LB COAST." Significant staff resources are being assigned to this project that will wholly replace the existing antiquated Human Resources Information System. Phase I Financials launched in early 2019, and it is anticipated that Phase II, HR/Payroll implementation, will "go live" in early 2020. Human Resource staff has been dedicated to the project since July 2017. The implementation of the new financial and human resource systems will allow the City to be more efficient in the use of our resources and will modernize many of our processes, in accordance with Mayor Garcia's vision for the City.

The Department will also continue to offer citywide training and development opportunities, recruitment and retention activities, and organizational development services so employees can strengthen their skills in preparation for leadership roles. Also, the Department is working to enhance a training program to increase the use of technology, implement industry best practices and link training to core competencies. The Department is also developing an employee engagement plan aimed at reducing employee turnover and increasing job satisfaction.

In addition, Human Resources will continue to provide other departments with safety training and consultations, facility inspections, accident monitoring and reporting, policy development, mitigation of workplace hazards, reduction of injuries and vehicle accidents, and ensure compliance with Cal-OSHA and other safety regulations. The Department, in its support of all differently-abled employees, strives to continue to be in compliance with state and federal disability laws, ensuring employees are informed regarding their benefits and their responsibilities.

Department Performance Measures

Key Measure	FY 18 Actual	FY 19 Target	FY 19 Estimate	FY 20 Projection
Total annual turnover rate of the permanent workforce (classified & unclassified) for all types of departures	6.4%	7.0%	7.0%	7.0%

The data reflects resignations, dismissals, deaths, layoffs and retirements, among other types of departures. The turnover rate is reported by calendar year rather than fiscal year. At this time, it is difficult to gauge the turnover rate for calendar year 2019. The rate is heavily influenced by retirements, with a high number of retirements occurring in December.

Key Measure	FY 18 Actual	FY 19 Target	FY 19 Estimate	FY 20 Projection
Percentage of grievances that come to HR and are resolved at the HR level	78.6%	100%	66%	100%

The Department makes every effort to resolve each grievance it receives. By resolving grievances internally, the City demonstrates its commitment to upholding the terms of the MOUs with employee organizations. In addition, the City saves time and other resources by handling grievances internally rather than through arbitration. Human Resources will continue to handle grievances expeditiously and with great diligence for the remainder of FY 19 and through FY 20 in order to achieve a 100 percent resolution rate.

Key Measure	FY 18 Actual	FY 19 Target	FY 19 Estimate	FY 20 Projection
Injury and Illness Incident Rate per 100 Employees (Cal-OSHA)	4.6	9.0	7.0	7.0

The Occupational Safety and Health Administration (OSHA) established this measure so that agencies may assess their safety performance compared to other entities. Injuries and illnesses resulting in death, loss of consciousness, restriction of work duties, and transfer of duties, lost workdays or medical treatment beyond first aid are reported. The rate is an estimate based on the calendar year rather than fiscal year.

FY 20 Budget

Labor Relations

- Successfully resolved approximately two (2) unfair labor practice charges filed against the City through the Public Employment Relations Board (PERB).
- Successfully facilitated multiple labor relations workshops for City management regarding the obligation to meet and confer and legal compliance.
- Successfully led and/or assisted departments with the completion of over 30 meet and confer processes with pertinent associations.

Talent Acquisition

- Increased citywide staffing levels by 8 percent through strategic succession planning and streamlined efforts from Human Resources and Civil Service departments to decrease timelines for filling a vacancy.
- Implemented Workplace Violence Prevention Training, helping supervisors and management to understand the root causes of workplace violence and to identify their role in creating and maintaining a violence-free workplace. To date, 486 members of management across 14 departments have been trained.
- Set goal to engage in strategic partnerships with Long Beach City College (LBCC) and California State University-Long Beach (CSULB) to introduce new training classes and programs that enhance employee training and development, and provide on-going leadership and supervisory skills training to management staff.
- Engaged in partnership with the Long Beach LGBTQ Center to engage employees in facilitated discussions around LGBTQ issues in the workplace and raise awareness, helping to create more inclusive work environments.
- Prepared an updated comprehensive Diversity Report that provides a summary demographic data Citywide and by department by gender, age, ethnicity and a comparison of salary data between men and women. Key findings: female representation in the workforce is at 38 percent; the City's ethnic minority workforce has increased from 59 percent to 62 percent; and, as of December 31, 2018.

Employee Development

- More than 1,300 employees participated in Citywide employee training in FY 17/18, i.e. New Employee Orientation and other miscellaneous trainings (excluding sexual harassment awareness training), a more than 90 percent increase in training taken compared to the previous fiscal year.
- Successfully trained more than 200 new employees in the on-going New Employee Orientation (NEO) program that covers policies, safety, benefits, retirement, ethics, and general information about the City. NEO also provides the opportunity to meet and interact with key City staff.
- Implemented two all-day training academies for the Administrative Officers and Payroll/Personnel Assistants to educate staff regarding best practices, procedures, and legal requirements, etc. and

FY 20 Budget

continue to reinforce that training through bi-monthly brown lunches and teleconferences on various topics.

Occupational Health & Safety

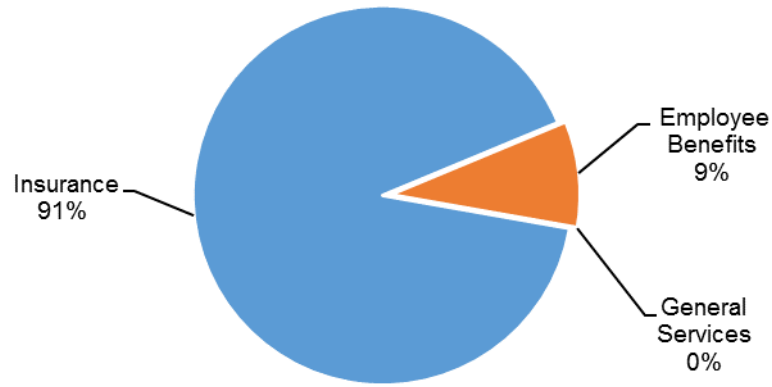
- The Occupational Health Services Division (OH) logged in over 6,545 encounters, which includes but are not limited to, post offer pre-employment physicals, occupational injury/illness follow ups, and over 703 Tuberculosis (TB) skin tests during the fiscal year.
- The OH Division administered over 345 (to date) free Flu vaccines to City employees by hosting several flu shot clinics in various departments, including Fire, Police, and Health & Human Services.
- City Safety began conducting City Facilities Inspections using an improved software system to assist with identifying safety concerns and hazards in the workplace.
- Provided 11,642 Safety trainings Citywide to employees for 91 different Safety topics.
- City Safety conducted a Job Hazard Analysis for the City's Clean Team for their Homeless Encampment Clean-ups.
- City Safety conducted 38 playground inspections throughout the City.

Benefits Administration

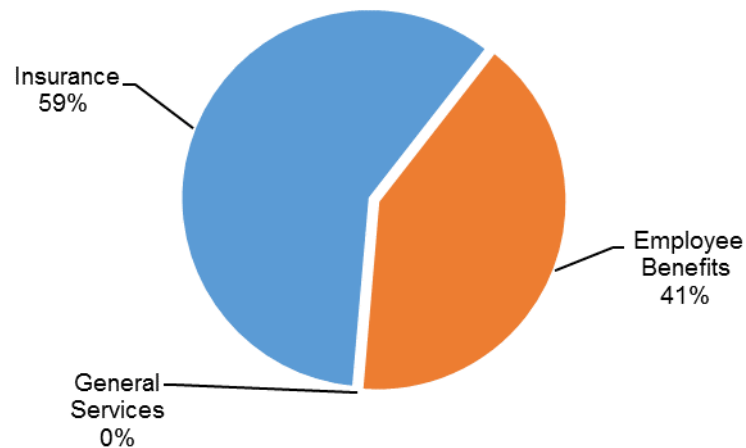
- For the third year in a row, the City's PPO and HMO health plan renewals came in lower than industry standard trend and our carriers book of business trend. The favorable renewals were a result of persistent negotiations efforts made by the City and the City's improved plan performance as well as the elimination of the Affordable Care Act (ACA) Health Insurer fees.
- Benefits developed a "Before You ER" campaign that focused on the urgent care resources that the City has to offer, including NurseLine 24/7, LiveHealth online, CVS Minute Clinic and promoted the usage of urgent care facilities near the employees' workplace and home.
- The HEAL app was implemented for PPO members. HEAL is an in-network provider who provides urgent care, preventative care, pediatric care and more, in the comfort of the employee's home for a \$20 copay per visit per person. This healthcare "at your door" resource is available 8am – 8pm, 365 days per week.
- Successfully implemented the CVS Caremark Transform Diabetes Care Program, which promotes diabetes treatment adherence by positively impacting health-related costs of unmanaged diabetes care.
- The City added Accidental Death and Dismemberment Coverage (AD&D) and Expanded AD&D provisions package to all employees eligible for the existing City-paid Basic Life Insurance offered through The Standard. The coverage amount matches the employee's basic life insurance coverage amount. A special line of duty provision was also added for sworn police and firefighters. These provisions were implemented at no additional cost to the City.
- The City's Return to Work program has completed over 100 interactive process meetings in less than one year – far exceeding activity in previous years. Clarifications on Pregnancy Disability Leave (PDL) have been presented to the AO Group, and this information will be released in an HR Bulletin with a new PDL Leave Allocation Form. A Leave Guide and "Pregnancy Pack from A-Z" are pending release.

FY 20 Budget

FY 20 Revenues by Fund



FY 20 Expenditures by Fund



Fund	Revenues	Expenditures	Fund Impact
Insurance	1,146,334	7,276,799	(6,130,465)
Employee Benefits	114,000	5,020,792	(4,906,792)
General Services	-	3,704	(3,704)
Total	1,260,334	12,301,295	(11,040,961)

Summary of Changes*

EMPLOYEE BENEFITS FUND GROUP	Impact	Positions
Upgrade a Clerk Typist III to Administrative Aide II to support administrative training, expenditures tracking, and conduction of surveys, offset by reduction in materials and supplies.	-	-

*For ease of review, reallocations of resources within departments, offsets, adjustments, and minor changes have not been included. As figures reflect the net impact to a fund, an increase in expense is shown as a positive number (cost/hit to fund) and a decrease in expense is shown as a negative number (savings/benefit to fund). Accordingly, a decrease in revenue is shown as a positive number (cost/hit to fund), and an increase in revenue is shown as a negative number (savings/benefit to fund).

Executive Office Bureau (Director)

Key Services:

1. Department Budget Administration

- Budget Development
- Budget Monitoring
- Payment Processing Approval

2. Leadership & Analysis

- Project Management
- Policy and procedure development
- Executive management requests
- Department administration

3. Office Management & Communications

- Council letters
- Interdepartmental communications
- Clerical supervision
- Public Records Act and subpoena coordination

4. Personnel Services

- Payroll
- Personnel Transactions

FY 20 Funding Sources: Employee Benefits Fund 62%, Insurance Fund 38%

Executive Office	Actuals FY 18	Adjusted* FY 19	Proposed* FY 20
Revenues	-	(4,509)	-
Expenditures	1,128,297	1,012,607	1,807,484
FTEs	3.20	3.20	3.20

*Amounts exclude all-years carryover.

Narrative:

The budget for this Bureau enables the Director of Human Resources to provide department-wide management, support and oversight of the Department and internal administration and as well as efforts with citywide implications.

For FY 20, the Bureau will continue to seek and implement Department wide policies and practices that can enhance services to internal and external customers.

Labor Relations Bureau

Key Services:

1. Citywide Labor Relations

- Develop strategies for labor negotiations
- Research & analyze data
- Labor contract (MOU) implementation and administration; provide training to departments on labor obligations
- Keep current on continuously evolving labor trends
- Process and oversight of grievances
- Conduct Meet & Confer meetings with labor associations/unions
- Research, evaluate impacts of, & implement new laws, policies, rules and regulations governing employee and labor relations
- Provide data, reports and documents for associations/unions, management and City Council
- Ensure departments comply with labor laws, policies, rules and regulations
- Conduct Contract Negotiations/Discussions
- Facilitate relationships between labor and management through Labor/Management Committees
- Provide representation on labor actions in various judicial forums

FY 20 Funding Source: Employee Benefits Fund 100%

Labor Relations	Actuals FY 18	Adjusted* FY 19	Proposed* FY 20
Revenues	-	-	-
Expenditures	860,432	1,013,227	990,361
FTEs	6.00	6.00	6.00

*Amounts exclude all-years carryover.

Narrative:

The Labor Relations Bureau is responsible for negotiating on behalf of the City with representatives of the twelve (12) recognized employee organizations (unions) regarding wages, hours and other terms and conditions of employment. The Labor Relations Bureau facilitates an open dialogue between labor and management based upon respect with the mutual goal to attract and maintain an efficient and qualified workforce with competitive compensation and benefits that will provide support for the City's overall mission. Labor Relations is committed to finding creative ways to meet our customer's needs that will be a win-win situation for the City of Long Beach and its employees.

The Labor Relations Bureau is currently experiencing higher than average activity levels due to the increase of City projects such as the new Civic Center, LB Coast HR Financial System and various other projects which has resulted in an increase of meet and confer obligations, information requests, mediations and unfair labor practice charges faced by the City from the California Public Employment Relations Board (PERB). The Bureau has also been faced with an increase in union decertification and certification requests which has resulted in an expanded number of employee organizations bargaining unions the City is required to bargain with. For FY 20, the Bureau anticipates completing contract negotiations with the twelve (12) recognized employee organizations, fulfilling meet and confer obligations and working with departments to ensure legal compliance in labor relations through additional education and training to City management.

For FY 20, the Division will continue to facilitate the implementation of successor MOUs with the City's twelve (12) recognized employee organizations and take a proactive role in addressing an increasing number of labor related matters citywide.

Personnel Operations Bureau

Key Services:

1. Citywide Employee Relations

- Train Department staff on personnel related matters
- Provide direction, support, and consultation to City departments on personnel & discipline issues
- Ensure implementation of City Manager directives and City Council's resolutions on all HR issues
- Conduct classification and/or compensation studies
- Provide representation on personnel actions in various judicial forums
- Research, evaluate the impacts, and implement new laws, policies, rules and regulations governing employee relations
- Coordinate employee reductions in force
- Provide liaison to Civil Service Commission for City Manager departments
- Ensure departments comply with current and new labor laws, policies, rules and regulations
- Develop and amend classification specifications

2. Citywide Personnel Administration

- Administer, maintain, update and validate HRMS system
- Process, review, and track all personnel transactions
- Maintain personnel files
- Support and train departments with detailed personnel processes and procedures
- Coordinate, research and evaluate new systems or system updates

3. Oversee the Administration of the City's Equal Employment Opportunity Plan (EEO)

- Oversee City's internal complaint resolution process
- Investigate/monitor the investigation of EEO complaints
- Process City's response to complaints filed with outside regulatory agencies for EEO
- Oversee the implementations or revisions of policies and procedures for EEO
- Administer Sexual Harassment Training (Certified Trainer)
- Respond to internal and external inquiries
- Coordinate compliance with laws and regulations regarding hiring
- Generate status reports for City Manager, Mayor and City Council
- Monitor Citywide & Departmental EEO stats
- Prepare EEO Plan every 3 years

4. Organizational and Professional Development

- Assess training and development needs
- Establish training and development criteria
- Schedule trainings/workshops/programs

- Oversee training attendance and participation
- Implement and manage employee recognition programs

5. Oversee/Coordinate Health, Dental & Life Insurance Benefits

- Administer health & dental plans
- Coordinate benefits-related training for departmental PPA's
- Oversee annual charity drive process
- Oversee Open Enrollment process
- Respond to employee/retiree inquiries & complaints
- Oversee Flexible Spending Program
- Oversee Disability and Unemployment claims processing
- Oversee Citywide Wellness Program and committee

6. Oversight/Coordination of Retirement Counseling

- Monitor/update retirement information
- Coordinate retirement counseling workshops & training

7. Integrated Disability Management/Return to Work Coordination

- Liaison to departments and managers
- Serve as Subject Matter Expert to departments
- Case Management to ensure compliance with state and federal Disability law

Personnel Operations Bureau

FY 20 Funding Source: Employee Benefits Fund 99%, General Services Fund 1%

Personnel Operations	Actuals FY 18	Adjusted* FY 19	Proposed* FY 20
Revenues	111,154	307,305	114,000
Expenditures	2,693,014	3,715,146	2,907,252
FTEs	16.50	18.50	19.50

*Amounts exclude all-years carryover.

Narrative:

This Bureau provides essential support to all City departments in various matters related to human resource management. Bureau staff members coordinate with department staff to address a wide-range of workplace issues, respond to the unique needs of employees and ensure proper implementation of personnel policies and procedures. Having these functions centralized in Human Resources Department facilitates information sharing and implementation of best practices across City departments. The Bureau will hold monthly meetings with staff, who oversee personnel services, to discuss select topics of interest and exchange ideas on how to approach specific challenges. The bi-monthly Administrative Officers meetings also assist in keeping City departments updated on the latest changes and trends in personnel management and help build cohesion among the team of human resource professionals throughout the City. In addition, the Bureau will also hold bi-monthly Employee Relations meetings with the department Administrative Officers.

The Employee Benefits Division continually examines opportunities to achieve savings while providing City employees and retirees with a quality, competitive healthcare program in order to promote a healthy, stable workforce. Staff within the Employee Benefits Division engages in the following tasks to ensure efficient administration of the program: premium collections and reconciliation summaries, contribution and disbursement summaries, respond to benefits-related inquiries and requests, and provides staff support to the Health Insurance Advisory Committee.

The Equal Employment Opportunity (EEO) section handles harassment/discrimination and ADA-related complaints, responds to the regulatory agencies, i.e. Equal Employment Opportunity Commission (EEOC) and the Department of Fair Employment and Housing (DFEH), and maintains employee demographic information by ethnicity and gender.

The Employee Training and Engagement Division offers opportunities citywide for employee development through comprehensive programs and workshops to ensure optimal service delivery. This Division provides cost-effective training opportunities to enhance skills and abilities which add to organizational efficiency and increases employee morale. Some of the successful programs include, but are not limited to, Project Management Certificate of Completion Program, New Employee Orientations (NEOs), and Workplace Violence Prevention. The Division partners with the Gateway Public Consortium (Lieber Cassidy Whitmore), which offers trainings on employment law, labor relations and employee relations matters. For the upcoming fiscal year, the focus for training will shift towards creating community partnerships with The Long Beach LGBTQ Center, CSULB, and LBCC to bring skill based trainings and inclusive workplace practices to City of Long Beach employees.

For FY 20, the Bureau will add two full time analysts to ensure projects are completed in a timely manner, and one Special Projects Officer to support personnel and benefits efforts on the LB COAST project.

Risk Management Bureau

Key Services:

1. Loss Control and Safety Assessments

- Conduct IAQ & IH investigations
- Coordinate DOT random drug/alcohol program
- Recordkeeping
- Assist with incident investigations and corrective actions

2. Risk Management/Insurance/Risk Transfer

- Review insurance certificates and endorsement for compliance
- Review contracts and lease language
- Provide third-party requests for evidence of City's self-insurance coverage
- Preparation of departmental allocations
- Purchase insurance policies for the City
- Conduct Risk Assessments for City projects

3. Workers' Compensation Coordination/Injury Reporting & Monitoring

- Liaison to Employees, Managers and Claims Office for Workers Compensation
- Serve as Subject Matter Expert to Departments.
- Worker's Compensation Training for departments

- Oversee the path of the claimant to completion (i.e. return to work, retirement)

4. Safety Training, Procedures and Inspections

- Track safety performance of City Departments
- Create, review & revise safety policies/procedures
- Assess, develop and provide training
- Performs annual inspections of all City facilities

5. Occupational Health

- Medical care for injured employees
- Random drug testing
- Vaccinations
- Pre-Placement physicals
- OSHA compliance exams
- Counseling for employees

6. Emergency Preparedness Services

- Oversees the City Automated External Defibrillator Programs
- Emergency food and water
- Coordinates Citywide Floor Warden Program and training
- Assist City facilities with evacuation drills

FY 20 Funding Source: Insurance Fund 100%

Risk Management	Actuals FY 18	Adjusted* FY 19	Proposed* FY 20
Revenues	2,679,007	1,089,500	1,146,334
Expenditures	7,847,908	7,022,440	6,596,197
FTEs	17.30	17.30	17.30

*Amounts exclude all-years carryover.

Narrative:

The Bureau's mission is to increase safety consciousness and risk awareness among all employees, provide adequate protection of the City's human and physical resources and sources of revenue, increase familiarity with and preparation for potential catastrophes and provide risk management economics which balance protective measures, risk assumption and proper insurance coverage. The Bureau employs the services listed above to protect the City against loss and keep employees safe. In FY 20, the Bureau will continue to seek more efficient ways of limiting the City's liabilities and exposures by continuing to provide effective safety training and procuring cost effective insurance coverage

Financial Summary by Category

	Actual	Adopted*	Adjusted*	Proposed*
	FY 18	FY 19	FY 19	FY 20
Revenues:				
Property Taxes	-	-	-	-
Other Taxes	-	-	-	-
Franchise Fees	-	-	-	-
Licenses and Permits	-	-	-	-
Fines and Forfeitures	-	-	-	-
Use of Money & Property	(5,190)	5,000	5,000	5,000
Revenue from Other Agencies	-	-	-	-
Charges for Services	-	-	-	-
Other Revenues	1,748,871	397,305	392,796	304,000
Interfund Services - Charges	1,041,290	894,500	894,500	951,334
Intrafund Services - General Fund Charges	-	-	-	-
Harbor & Water P/R Rev Trsfs	-	-	-	-
Other Financing Sources	-	-	-	-
Operating Transfers	-	100,000	100,000	-
	-----	-----	-----	-----
Total Revenues	2,784,971	1,396,805	1,392,296	1,260,334
Expenditures:				
Salaries, Wages and Benefits	5,569,534	6,806,235	6,795,000	6,886,644
Overtime	36,052	9,850	9,850	9,850
Materials, Supplies and Services	5,366,793	4,753,976	4,768,248	4,381,312
Internal Support	1,010,712	1,134,962	1,134,962	999,656
Capital Purchases	-	-	-	-
Debt Service	-	-	-	-
Transfers to Other Funds	546,562	23,833	55,361	23,833
	-----	-----	-----	-----
Total Expenditures	12,529,652	12,728,856	12,763,421	12,301,295
Personnel (Full-time Equivalents)	43.00	45.00	45.00	46.00

* Amounts exclude all-years carryover.

Personnel Summary

Classification	FY 18 Adopt FTE	FY 19 Adopt FTE	FY 20 Prop FTE	FY 19 Adopted Budget	FY 20 Proposed Budget
Director of Human Resources	1.00	1.00	1.00	222,945	222,945
Administrative Aide II-Confidential	1.00	1.00	2.00	62,834	125,667
Administrative Analyst III-Confidential	4.00	4.00	4.00	360,449	360,449
Administrative Analyst IV-Confidential	1.00	1.00	-	104,116	-
Assistant Administrative Analyst II-Conf	2.00	3.00	3.00	230,234	230,234
City Safety Officer	1.00	1.00	1.00	127,398	127,397
Clerk Typist II	1.00	-	-	-	-
Clerk Typist III	1.00	1.00	1.00	51,546	51,546
Clerk Typist III-Confidential	2.00	3.00	2.00	144,990	93,444
Clerk Typist III-NC	0.50	0.50	0.50	20,872	20,871
Department Safety Officer	1.00	1.00	1.00	108,401	108,401
Deputy Director of Human Resources	1.00	1.00	1.00	183,664	183,663
Executive Assistant	1.00	1.00	1.00	91,521	72,702
Human Resources Officer	5.00	5.00	6.00	617,194	730,744
Manager-Labor Relations	1.00	1.00	1.00	160,083	160,083
Manager-Risk Management	1.00	1.00	1.00	160,083	160,083
Nurse II	2.00	2.00	2.00	174,171	174,171
Occupational Health Services Officer	1.00	1.00	1.00	186,595	186,595
Personnel Analyst III-Confidential	5.00	6.00	6.00	543,682	531,409
Personnel Analyst IV-Confidential	2.00	3.00	3.00	288,062	290,258
Personnel Assistant II-Confidential	2.00	1.00	1.00	62,834	62,834
Public Health Physician	1.00	1.00	1.00	180,480	180,480
Safety Specialist I-Confidential	1.00	1.00	1.00	68,464	72,026
Safety Specialist II-Confidential	1.00	1.00	1.00	87,085	87,085
Safety Specialist III Confidential	1.00	1.00	1.00	101,530	101,530
Secretary-Confidential	2.00	2.00	2.00	110,892	110,892
Special Projects Officer	0.00	0.00	1.00	-	109,996
X-Ray Technician	0.50	0.50	0.50	30,624	30,624
Subtotal Salaries	43.00	45.00	46.00	4,480,749	4,586,127
Overtime	-	-	-	9,850	9,850
Fringe Benefits	-	-	-	2,419,828	2,554,426
Administrative Overhead	-	-	-	89,725	98,067
Attrition/Salary Savings	-	-	-	(78,353)	(78,353)
Expenditure Transfer	-	-	-	(105,715)	(273,623)
Total	43.00	45.00	46.00	6,816,085	6,896,494